

EXECUTIVE SUMMARY

MILLS COLLEGE 2007-12 STRATEGIC PLAN

At the start of the 21st century, responding to new global contexts and demographic changes, Mills College instituted strategic planning processes that would enable it to become the world's leading institution of higher education for women. The College's plan for 2003-07 reaffirmed Mills' dedication to undergraduate education for women and graduate programs for women and men, and set out goals for enrollment stabilization, fiscal management, and program development. By the end of the plan period, these goals had been successfully realized. Mills was dramatically stronger than it had been four years earlier.

In December 2006, President Janet L. Holmgren appointed a campus-wide strategic planning working group to draft a new plan for 2007-12, with input from the Strategic Planning Committee of the Board of Trustees, the WASC Accreditation Steering Committee, and the Diversity Committee. The working group consisted of 22 representatives from the faculty, staff, student body, and administration who divided into subcommittees to address specific institutional priority areas. Each subcommittee conducted a SWOT analysis; held focus groups with Mills community members; and contributed to a strategic plan that identifies the following overarching goals for the priority areas:

- 1) **Academic development.** Develop undergraduate and graduate programs that emphasize interdisciplinary and interactive learning, social justice, leadership skills, and global diversity.
- 2) **Student experience.** Enhance the College's multicultural learning community in order to encourage the development of the whole student and engage her in positive social change.
- 3) **Faculty and staff.** Build and retain a diverse, creative, productive, and respectful community of faculty and staff who work together to support the education of Mills students in keeping with the College's mission and institutional values.
- 4) **Alumnae.** Develop a robust alumnae relations program focused on the continued development of women's leadership.
- 5) **Facilities and technology.** Improve facilities and technology to provide a seamless and transparent infrastructure that facilitates student success and enhances communication, research, collaboration, and access to service for all Mills' constituencies.
- 6) **Finance.** Reduce student indebtedness and pursue strategic goals while maintaining financial sustainability.

Within each priority area, the 2007-12 plan presents strategic goals, implementation strategies, indicators of success, responsible offices, and costs. Implementation strategies are to be further developed in annual action plans; indicators of success provide benchmarks for assessment of progress toward the goals.

The strategic planning process also resulted in articulation of a set of institutional values that express the character of Mills College and permeate each priority area: academic excellence and innovation; leadership and advancement of women; social justice and diversity; and wholeness and well-being.